

STARPOINT  
BOARD OF DIRECTORS MEETING  
Thursday, October 24, 2019

Chairperson Annette Nimmo called meeting to order at 6 p.m.

Fremont County board members present: Annette Nimmo and Janet Trujillo. Chaffee County board members present via teleconference: Katy Grether, Danielle Frost, Mike Dowdy and Terry Prewitt.

Others present: Bob Arnold, Jami Roy, Mary Yang, Brenda Aguirre, Bonnie Stumph, and Julie Watts. Bill Davis and Bob Grether via teleconference from Salida. Bob Gardner, legal counsel to the board and Michelle Sainio from Fredrick Zink & Associates via teleconference.

#### MINUTES OF THE PREVIOUS MEETING

Minutes from previous meeting September 26, 2019 were approved on a motion by Janet Trujillo and a second by Terry Prewitt.

#### FINANCIALS

The independent audit has been sent out via email to all Board Members to review. Bob Arnold asked the Board if they had any questions regarding the audit for Michelle Sainio. There were none at this time.

Janet Trujillo made a motion that the board accept the 2018 Audit performed by Fredrick Zink & Associates that was emailed to the Board. Katy Grether seconded the motion. Motion carried unanimously.

Julie Watts presented financials for July 2019 and August 2019. She also presented Starpoint's bank account balances as of October 24, 2019.

No Early Head Start financials were presented.

A motion by Janet Trujillo was made to accept financial report to be placed on file. Terry Prewitt seconded the motion. Motion carried unanimously.

#### PUBLIC COMMENT

No comment.

#### EARLY HEAD START

Brenda Aguirre presented the EHS Board of Directors and PC monthly Report for September 2019.

#### STATE/LEGISLATIVE UPDATES

Bob Arnold discussed Alliance's "End the Wait List Campaign". Alliance is asking the state to commit to a 6-year, phased-in elimination of the DD waiting list. In each of the next six years, Colorado should enroll one-sixth (about 500 people) of the individuals on the DD waivers. Alliance is also pushing that IDD rate increases not be determined by Common Policy with all of the other Medicaid providers. Alliance would like rate increases for IDD to be tied with the CPI.

#### OTHER BUSINESS

Mary Yang recommended that Cathy Marple be added to the Foundation Board of Directors. Janet Trujillo made a motion to accept Cathy Marple to the Foundation Board. The motion was seconded by Terry Prewitt. Motion carried unanimously.

Jami Roy explained that a new slate of officers need to be elected to the board because the current officer's terms have expired. Janet Trujillo made a motion that all the current officers remain the same for the next two year term for officers ending September 2021.

**Annette Nimmo – Board Chairperson**

**Janet Trujillo – Board Vice-Chairperson**

**Jacob Francis – Board Secretary**

**Terry Prewitt – Board Treasurer**

Katy Grether seconded the motion. Motion carried unanimously.

#### REPORTS

Mary Yang reported that the Forks, Corks, Farms, and Chefs in Fremont County was a sold out event. The event netted \$6,500 with a T-Mobile grant match. She also reported that The Rim to Rim has 422 registrations and the half marathon has double the number of participants than last year. Starpoint Talent Show will be November 15, 2019.

Brenda Aguirre explained that the Family Center staff is hosting their Fall Festival tonight 5pm to 7pm. They are expecting over 600 participants.

Brenda told the Board that we are having a child care crisis in our community. On November 18, 2019 members of the child care community will be meeting to discuss the crisis and how to work together on the problem.

Bonnie Stumph explained that we have provided documentation to CDPH regarding our group home survey. The information submitted demonstrated how we have implemented the changes and the plan of correction.

Bill Davis reported that the Chaffee County Gathering & Gratitude has received many unique items for the event. Bill also told the Board that Yvonne Stenzel is retiring after 29 years of service with Starpoint.

The November meeting November 28, 2019 will be canceled. The next meeting will be December 5, 2019.



Jake Francis  
Board Secretary

## **Actions to address deficit**

Restructure PCA setting at 15<sup>th</sup> Street site. Reduced expense and reallocated 3.6 Staff positions.

Create a strategy to increase use of host homes. Develop marketing strategy and expand outreach.

Assess the SIS levels of all PCA participants and seek different services for those with lowest funding levels.

Monitor overtime and reduce overall amount. There are three vacant substitute FTE so filling those positions would help reduce overtime. Issues regarding consumer safety often necessitate overtime situations.

Improve Starpoint onboarding and orientation to increase retention and reduce turnover.

Placed a moratorium on staff overnight travel.

Implement a new GPS mileage reporting system.

Evaluate all programs and consider terminating services that are not cost effective.

Require a review and approval process for any vacancy prior to a new hire.

STARPOINT  
Summary of All Units  
For the Four Months Ended October 31, 2019

	7/31/2019	8/31/2019	9/30/2019	10/31/2019	Year To Date	% To Income
	Actu	Actual	Actual	Actual	Actual	
<b>REVENUES</b>						
HCB DD Waiver Residential	\$472,200.86	\$470,281.18	\$460,978.92	\$479,621.12	\$1,883,082.08	42.94%
HCB DD Waiver Day Svcs/CP	155,582.83	153,583.50	152,887.42	154,973.94	617,027.69	14.07%
HCB DD Waiver Supported Employ	8,885.22	8,908.52	9,064.64	7,282.17	34,140.55	0.78%
HCB DD Waiver Transportation	30,663.61	31,227.32	30,642.14	32,645.14	125,178.21	2.85%
HCB DD Waiver Vision	557.00	397.00	228.00	357.00	1,539.00	0.04%
HCB DD Spec. Med Equip	1,514.00	965.00	860.00	1,036.00	4,375.00	0.10%
HCB DD Behavioral Svcs	1,726.68	1,788.55	1,461.99	1,676.43	6,653.65	0.15%
HCB DD Personal Assistance	5,252.95	6,204.70	5,553.59	7,691.24	24,702.48	0.56%
HCB DD Assistive Tech	174.00	174.00	174.00	174.00	696.00	0.02%
HCB DD Parent Education	424.26	565.68	494.97	424.26	1,909.17	0.04%
NOS Waiver Services	6,233.85	8,181.01	6,754.01	6,842.55	28,011.42	0.64%
Targeted case Management	35,379.96	39,662.97	37,414.80	34,789.20	147,246.93	3.36%
State General Fund	19,422.06	18,542.54	32,923.57	20,736.86	91,625.03	2.09%
Management Fees	2,913.31	2,781.38	4,938.52	1,565.88	12,199.09	0.28%
Medicaid Therapy	4,778.90	4,590.52	4,458.72	5,178.52	19,006.66	0.43%
Fremont County		167.27			167.27	0.00%
Fremont RE-1 School District	1,350.00	975.00	18,810.00	40,760.89	61,895.89	1.41%
Colorado Preschool Program			44,505.99	44,505.99	89,011.98	2.03%
State/CACCF (USDA)		261.72	3,531.38	15,479.41	19,272.51	0.44%
Voe Rehab	1,147.78			337.92	1,485.70	0.03%
Fremont Co Dept of Human Svcs	21,515.84	24,620.47	18,031.32	15,520.62	79,688.25	1.82%
Temple Buell Foundation	7,250.00	7,250.00	7,250.00	7,250.00	29,000.00	0.66%
Family Resource Center Association	75.00			675.00	750.00	0.02%
Grant's Foundation Grant				1,630.00	1,630.00	0.04%
Colorado Foundation for Parents/Children	4,955.63				4,955.63	0.11%
State/Dept of Human Services	67,262.86	74,257.00	64,661.19	20,245.26	226,426.31	5.16%
ACYF Admin for Children, Youth & Families	66,648.56	79,908.00	68,372.26	65,984.27	280,913.09	6.41%
Donations	5,717.69	7,406.53	11,529.38	14,270.94	38,924.54	0.89%
Salida Event Revenue	200.00			(105.00)	95.00	0.00%
Residential Fees	53,910.60	53,591.00	53,591.00	54,077.75	215,170.35	4.91%
Interest Income	296.28	237.51	188.93	155.37	878.09	0.02%
Rent Income	249.80	259.40		489.55	998.75	0.02%
Tuition Fees	13,086.86	11,133.67	10,162.46	11,670.87	46,053.86	1.05%
Other Income	(4,190.88)		10,138.96	11,206.17	17,154.25	0.39%
Internal Services Revenue	62,672.00	76,549.23	68,042.33	66,411.48	273,675.04	6.24%
<b>TOTAL REVENUES</b>	<b>1,047,857.51</b>	<b>1,084,470.67</b>	<b>1,127,650.49</b>	<b>1,125,560.80</b>	<b>4,385,539.47</b>	<b>100.00%</b>
<b>PERSONNEL EXPENSES</b>						
Directors	28,166.78	71,666.66	44,874.44	44,896.44	189,604.32	4.32%
Resource Coordinator	13,876.12	39,344.38	26,386.10	27,943.48	107,550.08	2.45%
Secretaries	1,041.62	3,124.80	2,086.46	2,083.20	8,336.08	0.19%
Data Coordinator/Passport Aide	1,310.48	3,925.33	2,647.60	2,657.12	10,540.53	0.24%
Coordinator			1,542.00	1,536.00	3,078.00	0.07%
Childcare Director	3,100.00	9,415.20	6,142.40	6,060.80	24,718.40	0.56%
Health Coordinator	1,759.50	5,204.34	878.37		7,842.21	0.18%
Family Center Coordinator	4,609.39	8,559.32	5,702.40	5,715.75	24,586.86	0.56%
First Steps/EHS HV Coordinator			2,880.00	3,849.00	6,729.00	0.15%
Accounting Clerks	3,945.65	11,924.96	7,809.28	7,824.52	31,504.41	0.72%
Early Childhood Assistant	977.14	2,873.03	3,182.27	1,980.94	9,013.38	0.21%
Information Technology Manager	2,216.80	6,650.40	4,433.60	4,433.60	17,734.40	0.40%

STARPOINT  
Summary of All Units  
For the Four Months Ended October 31, 2019

	7/31/2019	8/31/2019	9/30/2019	10/31/2019		
	Actual	Actual	Actual	Actual	Actual	
Site Coordinator	14,628.12	39,461.83	31,562.07	30,246.77	115,898.79	2.64%
Program Director	11,465.60	34,396.80	22,931.20	22,931.20	91,724.80	2.09%
Team Leader Assistant	8,097.98	22,994.92	15,829.97	13,640.61	60,563.48	1.38%
Direct Support Professional	108,231.74	349,230.54	249,104.24	222,755.91	929,322.43	21.19%
Medical Support Professional	10,172.11	33,133.97	23,864.23	23,901.68	91,071.99	2.08%
Systems Coordinator	1,407.92	7,147.61	3,700.51	4,998.08	17,254.12	0.39%
On-Call Coordinator	(1,035.55)	5,848.00	7,972.13	10,429.19	23,213.77	0.53%
Speech Pathologist	6,672.80	20,018.40	13,345.60	13,345.60	53,382.40	1.22%
Teacher	10,261.36	33,943.90	26,335.81	26,262.38	96,803.45	2.21%
Home Visitor	16,631.21	47,288.02	31,599.25	31,055.50	126,573.98	2.89%
Maintenance	1,516.45	3,840.28	2,119.16	2,503.03	9,978.92	0.23%
Aide	11,926.55	35,598.52	25,283.81	28,770.95	101,579.83	2.32%
Group Leader	1,296.19	3,953.91	2,651.76	1,333.76	9,235.62	0.21%
Cook	1,756.58	5,253.08	2,294.93	1,776.00	11,080.59	0.25%
Consumer Salaries	2,206.17	5,752.74	3,932.28	3,632.53	15,523.72	0.35%
Employer FICA Expense	19,830.74	60,929.47	42,600.97	40,259.26	163,620.44	3.73%
Unemployment Expense		11,573.00		13,853.79	25,426.79	0.58%
Worker's Compensation	12,651.17	19,198.63	13,796.56	12,630.92	58,277.28	1.33%
Health & Disability Insurance	233,466.10	288,028.98	270,541.05	251,191.97	1,043,228.10	23.79%
<b>TOTAL PERSONNEL EXP</b>	<b>532,186.72</b>	<b>1,190,281.02</b>	<b>898,030.45</b>	<b>864,499.98</b>	<b>3,484,998.17</b>	<b>79.47%</b>

OTHER EXPENSES

Accounting/Audit	13,950.00				13,950.00	0.32%
Legal Services		3,300.00	975.00	450.00	4,725.00	0.11%
Physical/Vision/Therapy	6,319.70	4,691.75	2,724.08	6,717.50	20,453.03	0.47%
Professional Services	78,849.22	75,435.69	77,920.41	76,421.41	308,626.73	7.04%
Consultants	356.50		93.80	271.25	721.55	0.02%
Purchased Services	250.00	250.00	250.00	250.00	1,000.00	0.02%
Purchased Transportation Services	317.50	121.50	104.00	333.50	876.50	0.02%
Int Purchase Services	51,424.62	66,102.70	58,178.03	56,327.68	232,033.03	5.29%
Staff Travel (Local)	13,143.48	12,627.92	15,352.01	14,005.77	55,129.18	1.26%
Travel/Out of Area				100.80	100.80	0.00%
Meetings/Conferences	1,353.61	3,839.59	2,030.81	1,408.65	8,632.66	0.20%
Gifts/Gratuities	61.90	808.68	(508.45)	118.66	480.79	0.01%
Staff Medical	50.00		65.00		115.00	0.00%
Marketing Expense	538.26	2,138.17	4,129.56	2,342.04	9,148.03	0.21%
Family Support Services	5,306.44	3,750.88	6,855.52	9,620.69	25,533.53	0.58%
Family Emergency Funds	1,228.46	(75.00)	2,322.62	2,055.00	5,531.08	0.13%
Activity Fees	185.00	723.58	177.73	327.77	1,414.08	0.03%
Educational Equip/Supplies	87.88	674.62		452.35	1,214.85	0.03%
Other Parent Services	90.00	868.15	355.00	1,148.16	2,461.31	0.06%
Food	17,090.35	18,686.46	17,187.20	16,446.27	69,410.28	1.58%
Medical Supplies	4,560.42	3,976.96	6,433.98	2,241.04	17,212.40	0.39%
Assistive Technology	90.00	90.00	90.00	90.00	360.00	0.01%
Hshld/Equip-Supplies	2,001.02	2,422.29	2,711.64	1,610.42	8,745.37	0.20%
Vehicle-Gas/Oil	6,365.13	6,695.57	2,061.94	5,277.65	20,400.29	0.47%
Vehicle-Main/Repair	5,732.10	6,056.35	7,936.58	8,351.60	28,076.63	0.64%
Company Owned Vehicle	75.28	78.96		39.50	193.74	0.00%

STARPOINT  
Summary of All Units  
For the Four Months Ended October 31, 2019

	7/31/2019	8/31/2019	9/30/2019	10/31/2019		
	Actual	Actual	Actual	Actual	Actual	
Office Supplies	9,165.08	6,314.04	16,645.58	23,135.69	55,260.39	1.26%
Telephone Expense	7,728.00	7,176.30	3,360.40	7,079.35	25,344.05	0.58%
Space-Rent/Lease	5,150.00	5,150.00	5,150.00	10,300.00	25,750.00	0.59%
Utilities	13,617.65	20,265.30	5,412.05	17,777.40	57,072.40	1.30%
Building Maintenance	18,997.13	13,248.44	3,535.88	3,692.54	39,473.99	0.90%
General Liability Insurance	1,784.57	1,784.57	1,784.57	1,772.89	7,126.60	0.16%
Vehicle Insurance	4,672.32	4,672.32	9,141.50	4,672.32	23,158.46	0.53%
Dues/Pubs/Fees	1,986.82	5,331.85	7,235.39	2,303.00	16,857.06	0.38%
Staff Development/Training	1,629.32	7,485.00	4,056.15	5,031.03	18,201.50	0.42%
Pre-Employment Expense	1,625.75	3,120.08	3,293.66	2,777.08	10,816.57	0.25%
Administrative Fees	927.81	2,004.42	887.80	1,874.99	5,695.02	0.13%
Bad Debt Expense	40.33				40.33	0.00%
Misc Expense	203.00	893.22			1,096.22	0.02%
Equipment	155.46	2,269.47		1,338.41	3,763.34	0.09%
Childcare expense allocation	10,319.57	8,442.11	8,976.50	8,208.81	35,946.99	0.82%
TOTAL OTHER EXPENSE	287,429.68	301,142.94	276,192.54	296,137.12	1,162,148.78	26.50%
TOTAL EXPENSES	819,616.40	1,491,702.96	1,174,956.39	1,160,871.20	4,647,146.95	105.97%
NET	\$228,241.11	(\$407,232.29)	(\$47,305.90)	(\$35,310.40)	(\$261,607)	-5.97%

DEVELOPMENTAL OPPORTUNITIES  
BANK BALANCES AS OF 12/06/2019

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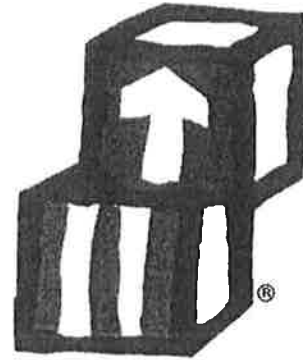
Legacy MM	425305.96
Legacy Payroll	410.95
BSJ MM	149,137.14
BSJ Rep Payee	53329.58

12/5/19

**Starpoint Board Training**

**Brenda J. Aguirre**

**EHS, FC & Child Care Centers Director**



**Board Composition Requirements:**

- Fiscal management and accounting expert
- Early Childhood education expert or consultant
- Licensed attorney
- Parents of children who are or were enrolled
- Individuals selected for their area of expertise

**OHS- HSSPS # 1301.5 Training for the Board**

**The training content should at minimum ensure Governing Board have the knowledge and skills to:**

- Approve agency policies and some procedures
- Financial expenditures
- Approval of annual operating budget
- Approve grant applications
- Oversee agency Self-Assessment-Community Assessment and Needs Assessment
- Monitor annual audit
- Monitor corrective action process,
- Ensure that parent, staff and community complaints are handled properly
- Review School Readiness Goals, data and outcomes
- Establishing/reviewing procedures and criteria for recruitment, selection and enrollment of children
- Review Program Information Reports

**Monthly Board Reports Include (PIR):**

- Enrollment numbers by program(Childcare Partnership, Home Visit, Pregnant Mothers)
- Child Assistance Numbers
- Attendance data
- Food Program amounts
- Disabilities enrollment data
- Socialization and workshop information and data
- Regional Office data
- Diapers and wipe purchase
- Credit card purchases
- Program Summary

**Questions?**





## Policy and Procedure

**TITLE:** Governing Body (Starpoint Board) Responsibilities related to First Steps EHS

**SECTION:** EHS Governance

**REFERENCE:** 1301; and the Improving Head Start for School Readiness Act of 2007, (E)(I)-(XI)

**REVIEWED BY:** Brenda J. Aguirre

**DATE:** 11/25/19

**REVIEWED BY:** Continuous Learning and

Quality Improvement (CLQI)

**DATE:** 11/27/19

**REVIEWED BY:** EHS Policy Council

**DATE:** 11/26/19

**APPROVED BY:** Starpoint Board

**DATE:** 12/5/19

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In the operation of the First Steps Early Head Start program, it is the policy of the Board of Directors of Starpoint (Board) to ensure compliance with Federal laws and regulations including the *Improving Head Start for School Readiness Act of 2007* and applicable *Head Start Program Performance Standards*. Additionally, applicable State and local laws, and regulations, including laws defining the nature and operations of the governing body will be followed.

The Board will understand the Head Start philosophy and will establish and maintain a formal structure for program governance, for the oversight of quality services for Early Head Start children, families and the community, and for making decisions related to program design and implementation.

The Board will be fiscally and legally accountable for overseeing the Early Head Start program including the safeguarding of Federal funds. The Board will ensure that the proper composition is maintained including having not less than 1 member with background and expertise in fiscal management; not less than 1 member with a background and expertise in early childhood education and development; and not less than 1 member shall be a licensed attorney familiar with issues that come before the governing body. Additional members shall reflect the community served and include a parent formerly or currently enrolled in a Head Start funded program.

If a person described above is not available to serve as a member of the governing body, the governing body shall use a consultant, or another individual with relevant expertise, with the qualifications described, who shall work directly with the governing body. Members of the governing body shall not have a financial conflict of interest with Starpoint. They should not receive compensation for serving on the governing body or providing services to the agency nor be employed or a member of the immediate family of agency employees. Membership, conflict of interest prohibition and other Board information are established in the by-laws of the organization.

Specifically, the Board of Directors is responsible for:

- Establishing procedures and criteria for recruitment, selection and enrollment of children into the Early Head Start program;
- Reviewing all application for funding and amendments to applications for funding for the Early Head Start program;
- Reviewing and approving the financial audit, the annual self-assessment, and progress in carrying out programmatic provisions in the application and fiscal areas, including the results and corrective action from monitoring activities;
- Approving the personnel policies and procedures of the agency and all corresponding policies;
- Developing procedures for how members of the Policy Council are selected, consistent with federal requirements;
- Approving financial management, accounting, and reporting policies related to financial statements;
- Approval of the operating budget of the agency;
- Selection (except when a financial auditor is assigned by the State) of the independent financial auditors who shall report all critical accounting policies and practices to the governing body;
- Establishing, adopting and periodically updating written standards of conduct that establish standards and formal procedures for disclosing, addressing and resolving any conflict of interest by members of the governing body, employees and consultants of the agency and agents who provide services for furnish goods to the agency; and addressing complaints including investigations, when appropriate.

In addition, members of the Board of Directors ensure that appropriate policies relative to the program are in place and approved by the Board of Directors and reviewed periodically. Specific policies needing Board approval and Policy Council review and/or approval in addition to those referenced above include the establishment of a Policy Council, reimbursement of parent expenses to allow them to participate in Policy Council activities; implementation of an impasse policy and procedures, parent participation in staff hiring and termination and the policy relating to parent and community grievances or complaints.

Finally, the Board will approve the EHS Service plans and participate in or review the annual EHS Self-Assessment process and the need to obtain non-federal resources for the program and ensure that the program provides a Head Start approved physical environment.

10/28/10(Board); 12/5/19 (Board);

# starpoint

## POLICY AND PROCEDURE

**TITLE:** EHS Impasse Policy and Procedure

**SECTION:** EHS

**REFERENCE:** Head Start Performance Standards, 45 CFR Part 1301.6

**REVIEWED/APPROVED BY:** EHS Policy Council

**DATE:** 11/26/19

**REVIEWED/APPROVED BY:** Starpoint Board of Directors

**DATE:** 12/5/19

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Impasse occurs when EHS representatives and the Policy Council cannot reach an agreement about the proposed program decisions

All proposed program decisions made by Governing Body will be considered by Policy Council and all Policy Councils proposed program decisions will be considered by the Governing Board.

It is the Policy of First Steps\*Early Head Start to resolve issues of non-concurrence between the Board of Directors, as represented by the CEO and the Managing Director, and the Early Head Start Policy Council by way of the following actions:

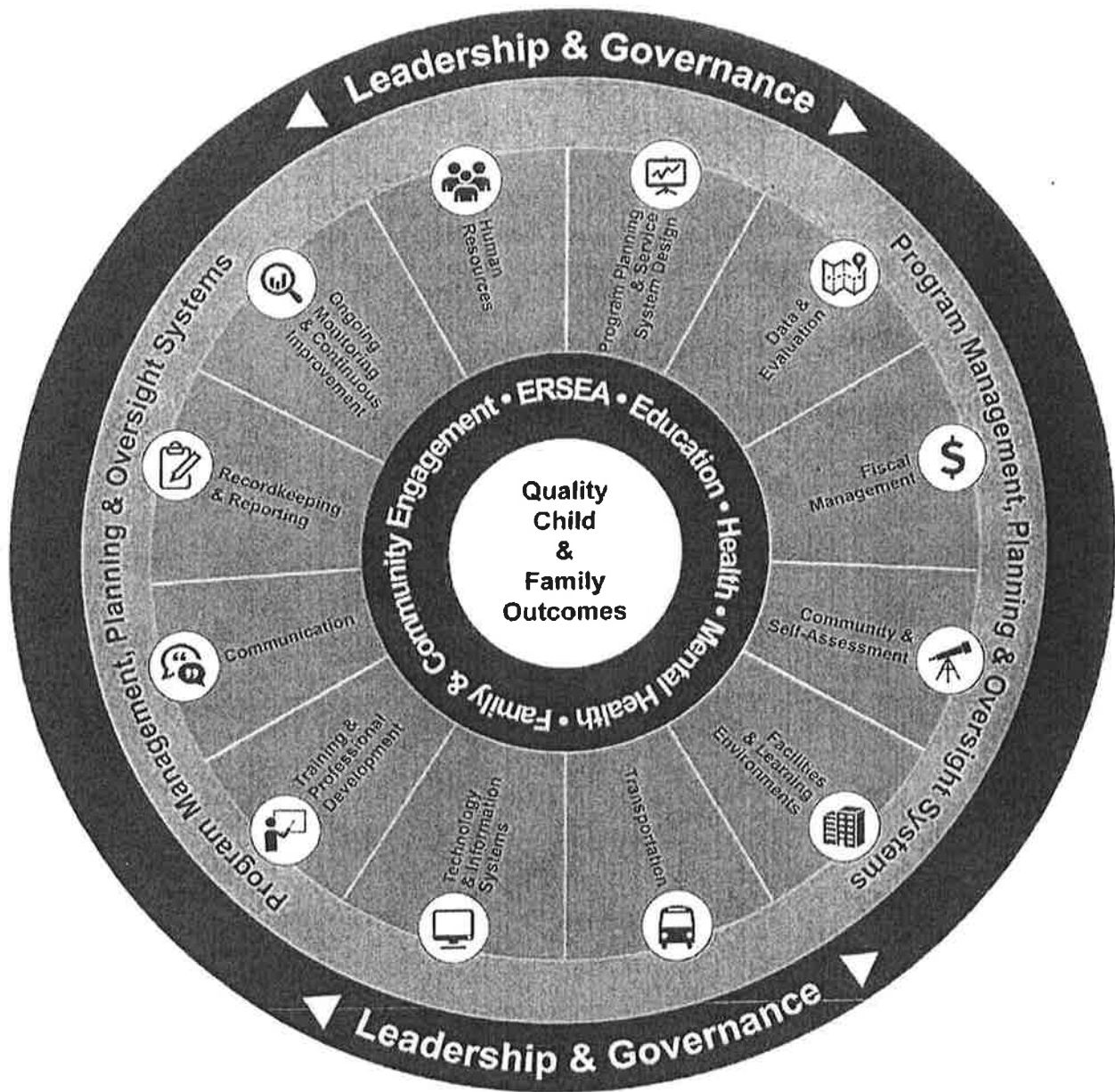
### **PROCEDURE**

1. If initial non-concurrence has taken place at a regular meeting, there shall be no further action taken on the issue at the meeting. The agency representatives may then choose to move to a consensus-building meeting to informally attempt to reach an agreement. Such a meeting will take place within 7 days. If agreement is not reached by confidential written ballot of the Policy Council members, the agency may then choose to move to the next special consensus-building meeting.
2. After a fifteen (15) day period, a special consensus-building meeting in Section 2. The Policy Council will hold a meeting to reconsider and vote upon the agencies proposed action. No staff may be present for this meeting. Immediately after this meeting, within 3 days, the Policy Council will notify the agency of its decision in writing.
3. Within ten (10) days of the above meeting the Policy Council will hold a meeting to reconsider and vote upon the agencies proposed action. No staff member may be present for this meeting. Immediately after this meeting, within 3 days, the Policy Council will notify the agency of its decision in writing.

4. If after these efforts, the agency and Policy Council are unable to reach an agreement, there shall be no further action on the proposed issue. The agency representatives may then choose to move to arbitration.

5. The Arbitrators shall be objective individuals, who are not in any way connected to the program or the parents of the Policy Council. The Arbitrators will be from the American Arbitration Association. The Arbitrators will facilitate compromise between the Policy Council and the agency representatives determined by the CEO. If consensus is reached that decision shall be final and binding. In the case that no consensus could be reached the Arbitrators decision will be final and binding.

Previous Policies dated 1/22/98; 01/08/04; and 06/23/05; 02/20/08 (PC) and 02/28/08 (Board) ; 11/21/19 (PC) 12/5/19 (Board)



## Leadership and Governance

- Consists of three key entities: governing body/Tribal Council, Policy Council, and management staff
- Provides legal, fiscal, and strategic direction

## Communication

- Builds relationships with internal and external stakeholders
- Helps programs "tell their stories" as they pursue program and school readiness goals

## Facilities and Learning Environments

- Support children and families in indoor and outdoor settings
- Cultivate spaces that are safe and inspire learning

## Recordkeeping and Reporting

- Builds and maintains a program's institutional memory
- Designs and distributes strategic reports and manages recordkeeping activities
- Informs staff, leadership, and external partners

## Training and Professional Development

- Emphasizes the importance of training and technical assistance (T/TA) for every grantee
- Offers a range of instructional resources, including federal and regional T/TA (Training and Technical Assistance) staff and online resources

## Technology and Information Systems

- Maintain the infrastructure needed to address the increased reliance on data collection and analysis
- Select, manage, and provide training on the appropriate hardware and software needed to monitor progress

## Transportation

- Ensures the safe and efficient movement of children
- Meets needs in a consistent manner that are in compliance with state and federal regulations

## Fiscal Management

- Accounts for federal assets and compliance with regulations
- Includes internal controls
- **Helps program leaders collaborate as they develop budgets to address goals and priorities**

## Data and Evaluation

- **Drives data-based decision-making**
- **Informs each stage of the program planning cycle**
- **Uses qualitative and quantitative measures to ensure effective program management**

## Program Planning and Service System Design

- Guides programs through their five-year grant
- Includes service plans that directly impact children and families

## Human Resources

- Reminds us that Head Start programs are only as good as their people
- Ensures that staff and volunteers have the credentials and competencies needed to fulfill responsibilities

## Ongoing Monitoring and Continuous Improvement

- Helps programs adapt to better address goals and objectives
- Shares data with staff, Policy Councils, and governing bodies to engage everyone in the program planning process

Leadership and governance are the bedrocks of effective management. They encompass and inform the 12 management systems. Head Start program leadership consists of three key entities: the governing body/Tribal Council, Policy Council, and management staff. The governing body/Tribal Council assumes legal and fiscal responsibility for the program. The Policy Council sets direction. Management staff oversee day-to-day operations. Together, they are a powerful force that provides leadership and strategic direction.

The yellow circle outlines the scope of these systems consistent with the five-year project period. The systems support program management, planning, and well-developed oversight systems. This enables programs to comply, increase quality, and strive for excellence.

The segmented aqua blue ring outlines each of the individual management systems. Select a slice to learn more about that system. All of these systems work together to inform and influence the program's service delivery, represented in the inner blue circle. This includes Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA), Education, Health, Mental Health, Community Partnerships, and Family Engagement.

When innovative leadership, strong management systems, and well-designed services are working together, quality child and family outcomes are the result.

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